

PROVINCE OF SASKATCHEWAN



10-11

MINISTRY OF CORRECTIONS,
PUBLIC SAFETY AND
POLICING

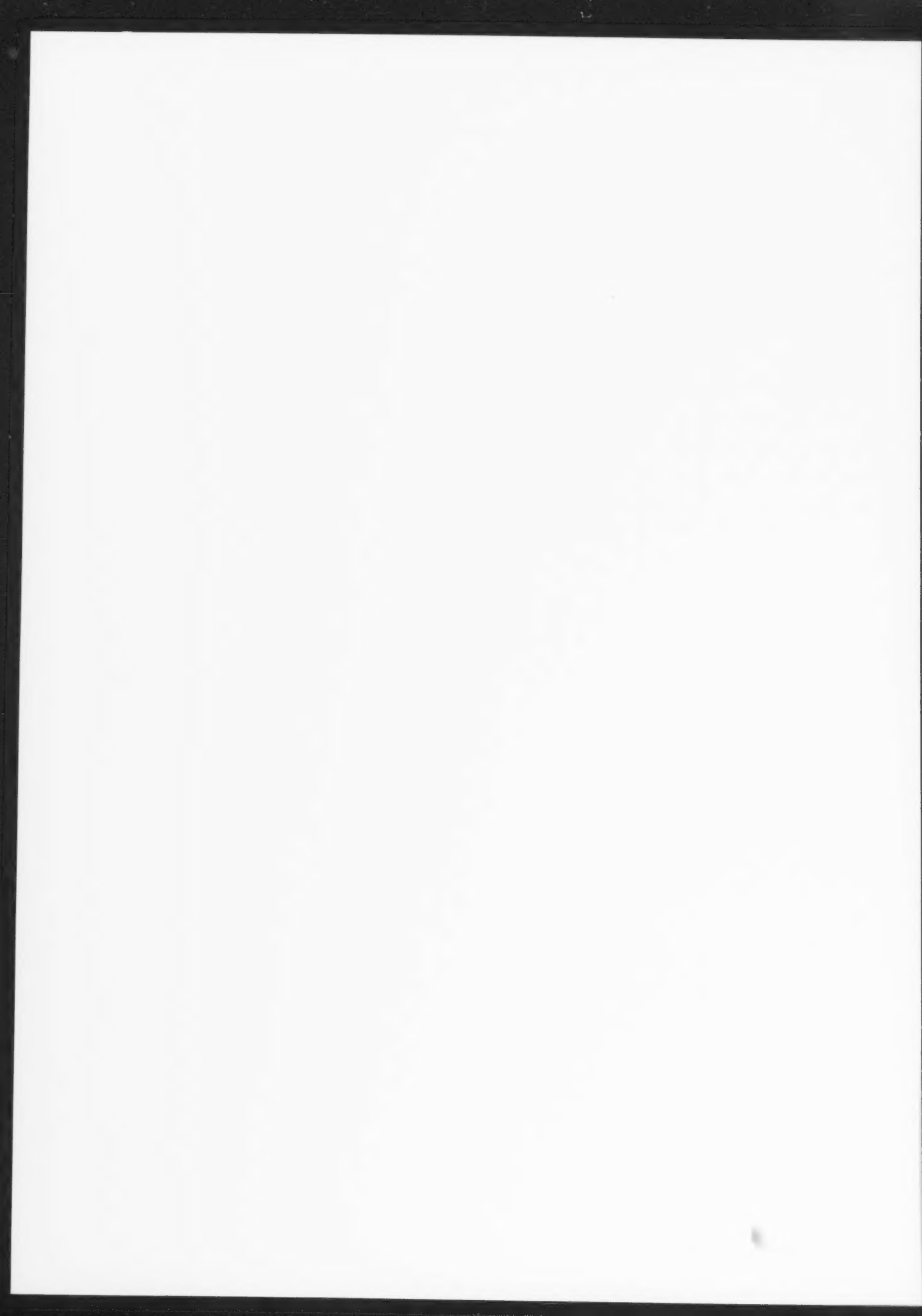


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Letters of Transmittal



The Honourable Dr. Gordon L. Barnhart
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report for the Ministry of Corrections, Public Safety and Policing for the fiscal year ended March 31, 2011.

The report reflects Government's continued focus on increased accountability, on honouring its commitments and on responsible fiscal management. The Ministry has aligned its strategic direction with these commitments and I am pleased to report that Corrections, Public Safety and Policing has made significant progress in several key areas.

The summer of 2010 saw unprecedented flooding events, requiring the leadership of CPSP in coordinating the emergency response. At the same time, enhancements to the Provincial Disaster Assistance Program (PDAP) have improved the delivery of financial assistance to those impacted by natural disasters.

We continue to make progress toward our goal of hiring an additional 120 police officers by the fall of 2011. As of January 2011 we had funded 90 new police officer positions.

Many of the actions arising from the recommendations in *The Road Ahead: Towards a Safer Corrections System* have been implemented. These include upgrading the security infrastructure at correctional facilities and upgrading equipment to improve drug detection and to increase the safety of inmates and staff.

The migration of public safety telecommunications users to the Provincial Public Safety Telecommunications Network (PPSTN) was completed by the December 31, 2010 deadline. Network users can now rely on the system's interoperability for improved performance during emergencies.

The Technical Safety Authority of Saskatchewan (TSASK) started business on July 1, 2010 and means a move toward greater responsiveness to industry for inspecting boilers, pressure vessels, elevating devices and amusement rides. The Authority's delegated administrative organization model represents an arms-length approach by Government to delivering these services.

As Saskatchewan grows and prospers, the Ministry of Corrections, Public Safety and Policing will continue to support Government's safety and security agenda and its commitment to be accountable to the people of Saskatchewan.

A handwritten signature in dark ink, appearing to read 'D. Huyghebaert' with a stylized flourish at the end.

D.F. (Yogi) Huyghebaert
Minister of Corrections, Public Safety and Policing



The Honourable D.F. (Yogi) Huyghebaert
Minister of Corrections, Public Safety and Policing

Dear Sir:

As Deputy Minister of Corrections, Public Safety and Policing, I acknowledge the responsibility of my office for the accuracy and reliability of the information that is contained in the Ministry of Corrections, Public Safety and Policing Annual Report for 2010-11.

In recognition of its accountability to the Legislature and to Saskatchewan people for the information contained in this report, the Ministry has taken every reasonable step to follow good governance practices in compiling and relaying the information contained in the report.

The Ministry has achieved many significant results over the year under review. These results were made possible through the dedication of the Ministry's staff who work hard to secure Saskatchewan as a safe place to live and raise a family. It is a privilege to serve as their Deputy Minister and I thank them for their dedication.

I also want to acknowledge the important contributions of our partners. Community-based organizations, municipal police services, and the RCMP have made significant contributions to the results we have achieved and I thank them.

I have the honour of submitting, on behalf of everyone who works in the Ministry, the Annual Report of the Ministry of Corrections, Public Safety and Policing for the fiscal year ending March 31, 2011.

Respectfully submitted,

A stylized handwritten signature in black ink, consisting of a large 'A' followed by a series of loops and a final flourish.

Al Hilton
Deputy Minister of Corrections, Public Safety and Policing

Introduction

The 2010-11 Annual Report of the Ministry of Corrections, Public Safety and Policing (CPSP) provides an overview of the Ministry's activities and results for the fiscal year ending March 31, 2011.

Reporting progress to the public and elected officials on public commitments and other key accomplishments of the Ministry, including the Government's vision and goals, this report follows a format similar to that of the 2009-10 Annual Report.

With the release of the Ministry Plan for 2010-11, the 2010-11 Annual Report will provide the Ministry with an opportunity to evaluate the progress of publicly committed strategies and actions in relation to those identified in the Plan.

The 2010-11 Annual Report also sets the stage for the 2012-13 planning and budget processes. It helps Government identify and build on past successes for the benefit of Saskatchewan people by assessing accomplishments, results and lessons learned.

Alignment with Government Direction

Work undertaken by the Ministry of Corrections, Public Safety and Policing in 2010-11 aligned with the Government's vision for Saskatchewan and the goals of growth, security and promises kept.

Our Government's Vision

- A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing opportunity for a high quality of life for all.

Government's Goals

- Sustain Economic Growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- Keep Government's Promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

In alignment with Government's vision of a secure and prosperous Saskatchewan, the Ministry of Corrections, Public Safety and Policing supports the achievement of Government's goals. It does so by working with other ministries and agencies to: reduce crime through effective enforcement and responses to offending; reduce re-offending behaviour through rehabilitative interventions with offenders; enhance municipal capacity for building and fire safety and for emergencies; strengthen emergency management across government; administer gas and electrical licensing; maintain safety standards through a balanced legislative framework; and deliver on public commitments.

Ministry Overview

Mandate

The Ministry advances safe, secure communities through enhanced crime prevention and reduction; corrections, rehabilitation and treatment services and programs; emergency planning and communication; monitoring building standards, fire prevention and disaster assistance programs; and licensing and inspection services. The Ministry advances public order, safety and security by working with various communities and organizations and by ensuring that effective policing and private security programs uphold the rule of law and protect society and the rights of individuals.

Service Delivery System

The Ministry of Corrections, Public Safety and Policing (CPSP) is a large Ministry, with a Full Time Equivalent (FTE) budget of 1,954.3 FTEs for 2010-11.

The Ministry serves thousands of clients annually, works in partnership with other ministries, governments and community-based organizations and is responsible for the delivery of adult and youth correctional services, policing-related services, licensing and inspections services, building and fire safety programs and the coordination and support to communities for emergency planning and preparedness.

Core Services

The Ministry's activities may be summarized in the following five main areas that are focused on contributing to Government's commitment to Growth, Security and Promises:

- Adult Corrections

Adult Corrections contributes to the safety of communities by delivering a wide range of programs that provide varying levels of offender care, control and supervision. The Adult Corrections Branch administers the sentences of offenders who are imprisoned for sentences of up to two years less a day, who are on remand, serving intermittent or weekend sentences or who are under community supervision, such as probation,

conditional sentence orders, fine option or community service order. Rehabilitative and risk management programs available to sentenced offenders include addictions programs, restitution programs, electronic monitoring, cognitive behavioural programs that target risk factors, violent offender treatment and sex offender treatment. These programs are delivered through two operational systems: Community Operations and Institutional Operations. There are four provincial correctional centres, for provincially sentenced and remanded offenders; seven community correctional centres and community training residences; two correctional camps for offenders who are rated as low security or of low to moderate risk; and 15 community operations offices responsible for supervising offenders on conditional sentence, probation or bail. A list of correctional facilities and community training residences for adult offenders can be found in Appendix E.

- Young Offender Programs

Young Offender Programs are administered and delivered by community and custody staff in four regions, 18 community offices across the province and eight custody programs. A continuum of services has been designed to respond to youth offending behaviours and levels of risk to address offences that are minor to serious violence offenses and lengthy sentences for murder. These services include extrajudicial sanctions (programs in which offenders accused of a criminal offence take responsibility for their behaviour by participating in a community-based program), judicial interim release for youth who require supervision in the community while awaiting their court hearing, community supervision, open and secure custody, targeted initiatives focusing on repeat offenders and reintegration programming for high-risk youth exiting custody. Rehabilitative and risk reduction programs available to sentenced youth include addictions programs, restitution programs, cognitive behavioural programs

that target risk factors, violent offender treatment and sex offender treatment. Youth are linked to programs provided by health authorities, school divisions, community-based organizations (CBOs) and employers. A list of youth centres for young offenders can be found in Appendix E.

- **Policing Services**

Policing Services maintains public order and safety in Saskatchewan by ensuring that effective policing and private security programs uphold the rule of law and protect the rights of individuals. Policing Services is responsible for:

- the oversight of municipal policing through the Saskatchewan Police Commission, the Saskatchewan Police College and the Vehicle Impoundment Against Sexual Exploitation (VISE) program;
 - providing funding for provincial policing services under contract with the Royal Canadian Mounted Police (RCMP), regulating the private security industry, coordinating the Public Disclosure Committee and enforcing *The Safer Communities and Neighbourhoods Act*, *The Seizure of Criminal Property Act*, *The Criminal Enterprise Suppression Act* and *The Witness Protection Act*;
 - liaising with the National Crime Prevention Centre; and,
 - administering funding agreements with municipal police services for the provision of resources for targeted enforcement strategies and initiatives.
- **Protection and Emergency Services** consists of the following areas:
 - **Building Standards** – is the lead agency for the application of codes and standards in the construction of safe buildings and their continued safety through occupancy. The Building Standards Unit provides municipal authorities with leadership and technical advice supported with public education in the areas of code enforcement and licensing of building officials.
- **Office of the Fire Commissioner (OFC)** – provides Saskatchewan communities, fire departments and emergency management organizations with programs and services that protect people, property and the environment from fire, helps build local community capacity to respond to emergencies; and enhances public safety across the province. The OFC provides programs in fire service and emergency management training; fire service certification; fire investigation and reporting; public education in fire safety and emergency preparedness; and emergency operational response. The OFC also supports and manages the Provincial Public Safety Telecommunications Network (PPSTN) and the Sask911 system which provides province-wide access to 9-1-1 emergency call taking that determines the nature of the caller's emergency (police, fire or ambulance) and transfers the call to an emergency dispatch operator.
- **Saskatchewan Emergency Management Organization (SaskEMO)** – strengthens emergency management across the provincial government and links with other jurisdictions for support. SaskEMO also includes direct services related to the Provincial Disaster Assistance Program (PDAP). This program provides financial assistance to eligible claimants located in a municipality that has been designated eligible for assistance as a result of a substantial loss or damage to uninsurable, essential property caused by a natural disaster.
- **Licensing and Inspections**

The Licensing and Inspections Branch was part of the Ministry for the first quarter of 2010-11. It provided regulatory and enforcement programs operated on a fee-for-service basis. Programs focussed on the commercial, institutional and industrial sectors of the province and the safety benefits help protect all Saskatchewan residents.

The Technical Safety Authority of Saskatchewan (TSASK) assumed the responsibilities of the Licensing and Inspections Branch of the Ministry of Corrections, Public Safety and Policing, effective July 1, 2010.

TSASK administers licensing and inspection programs which help ensure the operation of boilers, pressure vessels, amusement rides and elevators are in accordance with safety standards set out in legislation and regulations.

Although TSASK operates at arms-length from the provincial government, the Ministry of Corrections, Public Safety and Policing continues to be responsible for the legislative and regulatory requirements governing the safe operation of boilers, pressure vessels, elevators and amusement rides. The Ministry also continues to be responsible for gas and electrical licensing.

- **Corporate Services**

Corporate Services provides executive direction and centrally-managed services for financial planning and management, strategic planning and policy development, legislation, communications, human resources, privacy, technology oversight, accommodation services and other corporate services required to deliver the Ministry's mandate.

Strategic Policy – Provides policy and planning support for the Ministry and manages the process for bringing decision items to Cabinet on behalf of the Ministry. The Branch manages the planning and reporting requirements of the Ministry including the Performance Plan and the Annual Report, represents the Ministry on many inter-ministry strategies and manages, in conjunction with Corporate Services, the strategic direction of the Ministry. The Branch also manages the federal/provincial/territorial agenda and co-manages the Ministry's research agenda.

Shared Services - Provides support to the Ministry and the Ministry of Justice and Attorney General. Shared Services includes the Communications and Public Education Branch, Administrative Services and the Information Management Branch.

Key Partners

The Ministry is responsible for the delivery of adult and youth correctional services, policing-related services, licensing and inspections services, building and fire safety programs, training, and support to communities for emergency planning, preparedness and response. Overall, the Ministry works in partnership with other ministries, governments and community-based organizations for the delivery of services.

The key partners in the delivery of services include community-based organizations (CBOs), Tribal Councils/First Nations, police and local authorities. These partners deliver correctional services such as youth extrajudicial sanctions and reintegration programs, a custody program and probation services in adult corrections, policing services, primary dispatch and delivery of emergency services, as well as delivery of some local inspection services, including fire and building inspections. The partnerships are funded on a contractual basis based on specific program expectations and volumes of case activity. Results are reported to the Ministry semi-annually.

Key partners include:

- CBOs that deliver youth extrajudicial sanctions: John Howard Society in Moose Jaw, Regina and Saskatoon; Tribal Councils in North Battleford, Prince Albert, Fort Qu'Appelle, Saskatoon, Meadow Lake and Yorkton; Friendship Centres in Fort Qu'Appelle, Ile-à-la Crosse, La Ronge, Prince Albert and various CBOs in La Loche, Meadow Lake, North Battleford, Prince Albert, Regina, Swift Current, Estevan and Saskatoon.
- Police agencies including the RCMP, municipal police services and First Nations police services.
- Restitution, education/employment/skills-based programs and reintegration programs for young offenders are delivered by First Nations and Métis organizations in Prince Albert, Saskatoon, Regina, Yorkton, North Battleford, Fort Qu'Appelle and Ile-à-la Crosse; First Nations Bands at Onion Lake and Lac La Ronge; John Howard Society in Regina and Saskatoon; and other CBOs in Meadow Lake, North Battleford, Prince Albert, Saskatoon, Regina and Sandy Bay.
- Various adult correctional programs are delivered by the Prince Albert Grand Council and probation services are delivered by the File Hills Qu'Appelle Tribal Council.
- Custody programs include a healing lodge operated by the Prince Albert Grand Council.
- Municipal authorities and First Nations are primarily responsible for the delivery of emergency services and local first responders to emergencies within their communities. Local authorities also deliver some public education and prevention services, including fire and building inspections.
- Career staff and volunteers in fire services and emergency management are key partners in providing effective public safety services.
- Private sector owners/operators and industries responsible for boilers and pressure vessels, essential services and critical infrastructure.

Progress in 2010-11

The Ministry of Corrections, Public Safety and Policing supports the Government's goal to secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

Working in partnership with police and community leaders, reduce crime through effective enforcement and responses to offending.

Results

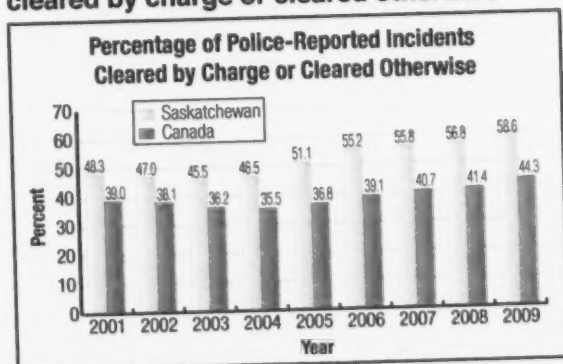
- The long-term strategy for policing was expanded as an enterprise project involving other ministries and police partners, with a focus on reducing crime and violence. Initial meetings of the Government and police partners were conducted and a project charter was developed. (Mandate Letter)
- The implementation of *The Witness Protection Act* and the Witness Protection Program is complete. As of March 31, 2011, the Witness Protection Unit had 26 applications for witness protection and had eight witnesses under various levels of protection. (2008 Throne Speech)
- In 2010-11, the Ministry continued to work with Criminal Intelligence Service Saskatchewan (CISS) on the Western Canadian Database. Key to the success of the Database will continue to be the Ministry's capacity for sharing intelligence on gang members with all areas of the Ministry (i.e. Adult and Youth Corrections, Safer Communities and Neighbourhoods, the Witness Protection Program and Civil Forfeiture). The work that is underway with CISS is broader than western Canada with provinces across the country using tools such as the national gang database to share information that can be used to crack down on drug trafficking and other gang activities. (Mandate Letter)
- The Ministry provides funding to Saskatchewan police services for the Integrated Child Exploitation Unit (ICE). The ICE unit, along with all other Canadian jurisdictions that have ICE units, is linked to the Canadian Child Exploitation Centre in Ottawa that coordinates domestic and international child exploitation investigations. Additionally, jurisdictions that do not have child exploitation-specific units are linked through the RCMP for coordination. Thus, the response and partnerships of the child exploitation capacity are not only western, but rather national and international. The Ministry has met and exceeded this mandate commitment. (Mandate Letter)
- Funding for 30 new police officers for 2010-11 was effective January 1, 2011. Twenty-one positions were provided to the RCMP Provincial Police Service and three each to Regina, Saskatoon and Prince Albert Police Services. A total of 90 new positions have now been funded under the initiative to provide 120 police officers over four years. (Mandate Letter)
- The Safer Communities and Neighbourhoods (SCAN) program continued to work on enhancements to the service provided to northern communities. Additional staff, including two investigator positions and an additional support staff, has been hired to reduce the workload in the north and attempt to expedite outstanding and new investigations.
- The implementation of the civil forfeiture program is complete and the Seizure of Criminal Property Unit (SCPU) has been established as part of SCAN. As of March 31, 2011, the SCPU has received 48 seizure of criminal property referrals for investigation relative to forfeiture application. The total assets forfeited or under consideration for forfeiture, total \$694,000.
- The Ministry continued to explore options for peacekeeping as a community-based approach to working with the police and community members to improve community safety and police/community relations in First Nations communities. (Mandate Letter)
- The two-year term of the File Hills First Nations Police Service's Peacekeepers pilot project is now complete. Public

Safety Canada (PSC) conducted an implementation evaluation and the Ministry and the File Hills Board of Police Commissioners have been provided with a copy of the report. The report acknowledges the significant successes of the pilot project. The pilot has been extended for an additional year, to March 31, 2012, to allow an evaluation of its impact on public safety in the five File Hills communities.

- The federal funding of \$11.7 million through the Police Officer Recruitment Fund was used to partially offset the costs associated with an additional 29 RCMP positions added to the provincial police service over and above the 120 officers committed in the Minister's mandate. These additional 29 officers will enable the RCMP to fully implement their new "back up" policy, helping to ensure greater safety for both the police officers and the communities they serve. (Mandate Letter)

Measurement Results

Per cent of police-reported incidents cleared by charge or cleared otherwise



Source: CCJS: Crime Statistics, Canada, Provinces and Territories 1997-2009

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a

variety of reasons (e.g., diplomatic immunity; complainant refuses to testify). Investigations for more serious or complex crimes may take longer to complete.

Since 2001, Saskatchewan's clearance rates have continued to increase to a high of 58.6 per cent in 2009. The clearance rate across Canada, on average, has remained stable over this same time period, ranging from a low of 35.5 per cent to a high of 44.3 per cent.

While this measure is one indicator of the Ministry's progress in reducing crime through effective enforcement and responses to offending, the Ministry has limited influence over these results. While the Ministry provides funding to police services and indicates its priorities, it does not prescribe the day-to-day operations of police services.

Working with partners, reduce re-offending behaviour and enhance public safety through: effective rehabilitative interventions with offenders using a continuum of programs and services; and effective security and supervision of offenders.

Results

- The Ministry engaged in a continuous process of examining best practices and evaluated program effectiveness in a targeted manner through the following actions:
 - In 2010-11, the Ministry completed a best practice review entitled, "Suicide Prevention and Intervention in Young Offender Custody Facilities: A Review". The Ministry also completed research on how the Regina Auto Theft Strategy decreased re-offending. Results demonstrated decreased re-offending for auto theft, property offending in general and violent offending for those youth with a history of chronic offending.
 - The Ministry undertook an ambitious field study involving rehabilitation programming in selected residential units at 10 facilities in Adult Corrections and Young Offender Programs. This 12-month field study was implemented

in collaboration with the University of Cincinnati's Division of Criminal Justice. The program tested was a research-based curriculum called *Courage to Change* that targeted behaviour change that reduces re-offending. The field test was completed in 2010 and demonstrated significant reductions in custody misconducts ranging from 29 per cent to 55 per cent. The field study received the *Premier's Award for Excellence in the Public Service* in 2010 for *Innovation*. The program continued to operate in each of the field study sites and has been expanded to additional units in Adult Corrections and Young Offender Programs.

- In response to the results of the young offender Serious Violent Offender (SVO) clinical audit in 2010-11, the Ministry introduced mastery requirements for all supervisors and staff in the skill area of Community Safety Planning. The mastery training process will improve overall case planning against valid standards and provide staff with new skills and tools in Relapse Prevention Planning. In addition, Young Offender Programs has implemented an SVO tracking system and updated the Provincial Clinical Audit form to ensure standards for SVOs. Discussions with health authorities has commenced regarding treatment capacity for SVOs.
- In an effort to achieve public safety by ensuring sound infrastructure and enhanced security, the Ministry undertook the following in 2010-11:
 - The Orcadia Youth residence installed a segregation cell for acting-out and out-of-control youth and work continued on the installation of two rooms that will be monitored via video cameras in the Paul Dojack Youth Centre's observation unit. It is anticipated that these two rooms will be operational in September of 2011. In addition, to improve on security and safety, the Paul Dojack Youth Centre had a card reader system installed in order to allow staff easy access to areas in the main building and to all of the living units in the compound.
 - Work continued on the purchase and installation of equipment for a number of young offender facilities across the province. The following are some of the key achievements to date:
 - Video cameras on living units and other required areas in YO facilities. The plan is to have these security devices functioning in early 2011-12.
 - Base stations, transport van radios and portables radios which support the Provincial Public Safety Telecommunications Network (PPSTN) radio system for four YO facilities and three community offices. A comprehensive training session on the operation and handling of the radios was provided in June 2010.
 - Video conferencing and video court facilitated in three YO facilities. Kilburn Hall Youth Centre video court system facilitated 15 video court events in 2010-11.
 - The Paul Dojack Youth Centre has finished the construction of a four-room Video Court inside the main building area and the operation of the court is expected to start by the end of June 2011.
 - The purchase of two mechanical chairs for the North Battleford Youth Center to allow for the safe and controlled transport of out-of-control youth and the replacement of the air vent covers in the residents' rooms to reduce risk of harm to residents.
 - Five walk-through metal scanners were purchased and installed in five YO facilities. They are used to screen youth in custody when they arrive from court and to screen all visitors to the facility.
 - The Ministry worked with the Ministry of Justice and Attorney General and other criminal justice partners at the federal/provincial/territorial level to identify opportunities to appropriately reduce the number of adults on remand. The Ministry will continue its work with its

criminal justice partners to develop ideas for addressing the issue of remand and with the Ministry of Justice and Attorney General to analyze the research CPSP had undertaken in this area such as "credit for time served" and the "enhanced bail supervision program" and the impact these have on remand. (Mandate Letter)

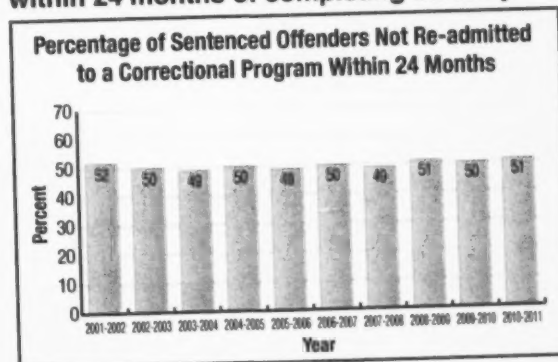
- The Ministry continued to support gains made in 2009-10 on *The Road Ahead: Towards a Safer Corrections System*, the Government's response to the recommendations from the external investigation team's report into the 2008 escape from the Regina Provincial Correctional Centre. The majority of recommendations have been completed or decisions have been made and implementation is pending on the following: (Mandate Letter)
 - A plan for strengthening corrections infrastructure as well as for enhancements to security.
 - Continuing priorities for a new remand centre at the Saskatoon Provincial Correctional Centre; a remand centre for women in southern Saskatchewan; and additional space at the Prince Albert Correctional Centre.
 - Legislative and regulatory amendments regarding *The Correctional Services Act* that are being drafted with a target to come into force in the fall of 2011.
 - A legislative amendment was passed to enable the use of the inmate telephone monitoring system that was implemented in 2010. The supporting regulations are being drafted and work continued on a comprehensive policy review and implementation of an automated accountability system. (2010 Throne Speech)
 - In partnership with the Court Services Branch of the Ministry of Justice and Attorney General, Adult Corrections continued to implement video court proceedings at the Regina Provincial

Correctional Centre. Plans are underway to expand the program and facilities to additional correctional centres.

- A multi-year strategy for First Nations and Métis programs and services for offenders is underway. The strategy will address all aspects of programming for First Nations and Métis offenders, some of which are: working with the First Nations and Métis community to enhance reintegration services; developing standardized approaches to cultural programming that targets criminogenic factors; and reviewing cultural services to community young offenders in the north. (Mandate Letter)
- The Inter-Ministerial Evaluation Committee is completing the development of a multi-year evaluation framework of the Dedicated Substance Abuse Treatment Unit (DSATU) at the Regina Provincial Correctional Centre. The Committee continued to gather the information required for a formal evaluation.

Measurement Results

Per cent of sentenced offenders not re-admitted to any adult correctional program within 24 months of completing custody



Source: Adult Corrections Information Management System

Research shows that correctional programs that target the needs of offenders and that are delivered in a manner that matches the learning style of the offenders can reduce subsequent re-offending behaviour. The per cent of offenders who have completed custody

and were not re-admitted to any correctional program within 24 months is one indicator of program effectiveness.

It should be noted that Adult Corrections provides services for offenders with sentences of less than two years. Therefore, the graph does not include those offenders whose sentences are two years or longer and are serving in federal correctional facilities.

Rehabilitative programming is a key component of the Ministry's approach to reducing re-offending behaviour. Elements of the rehabilitative approach include addressing the main criminogenic factors that contribute to re-offending behaviour including poverty, education, family and interpersonal violence and addictions.

In 2010-11, the per cent of sentenced offenders not readmitted to any adult correctional program within 24 months of completing custody was 51 per cent, remaining relatively stable over the past ten years. It is important to recognize that in adult correctional facilities more than 74 per cent of offenders are categorized as high risk to re-offend. At the same time, Saskatchewan's crime rate and in particular, the rate of violent crime remains high. Offender counts in adult facilities have also continued to rise, increasing the pool of high-risk offenders.

These factors all contribute to an environment that presents significant challenges to positively affecting this measure. However, it should be noted that research indicates approximately 80-90 per cent of high-risk offenders re-offend within a two-year period. The statistics for Saskatchewan should be viewed in this context.

Enhance municipal capacity in building standards, fire safety and emergencies; provide secure and sound infrastructure; and strengthen emergency management across government.

Results

- The Office of the Fire Commissioner (OFC) provides emergency management advice, support and assistance during local

emergency events. During 2010-11, staff coordinated the response by all government ministries, Crowns and agencies in support of local authorities for the following twenty-five events:

- dangerous goods incidents (4);
 - grassland and rail car fire (1);
 - major high wind and snow storm (2);
 - major structural fire and evacuations (2);
 - multiple fatality motor vehicle collision (1);
 - natural gas line damaged (1);
 - northern forest fires and evacuations (5);
 - overland flooding (7);
 - tornado (1); and
 - train derailment (1).
- The Ministry completed the research and information-gathering into the Single Engine Air Tankers (SEAT) program in other provinces and developed a draft document summarizing how a SEAT program would function in Saskatchewan. CPSP will continue with the development of a plan and consult with the Ministry of Environment on exploring the use of SEAT in southern Saskatchewan to complement the provincial aerial firefighting fleet. (Mandate Letter)
 - The Ministry continued to develop the Seniors Home Security Initiative, which will provide free home security devices and home safety audits to low-income seniors and seniors who were victims of break-ins or home invasions. Based on initial research into program models and pilot sites, the Ministry will undertake further program development on a pilot project initiative. (Mandate Letter)
 - Implementation of the Provincial Public Safety Telecommunications Network (PPSTN) was completed in advance of the December 31, 2010 target date and users on the SaskTel FleetNet radio system were successfully migrated prior to the system's decommissioning. Optimization of the network continued on schedule and plans

are currently underway to further improve or refine coverage in many areas to provide superior service in key locations. (Mandate Letter)

- The OFC continued to work on new legislation to replace *The Fire Prevention Act, 1992*. The new legislation will not only focus on fire prevention and education, it will also recognize the role of most fire departments and firefighters in areas such as vehicle extraction, surface water and other rescues and emergencies. External stakeholder consultation with city managers and fire chiefs from all major cities agreed in June 2010 on the direction and intention of the new legislation. The proposed Act was submitted for review in the fall of 2010 and was deferred. CPSP continues to communicate with stakeholders and refine the Act through drafting and consultations with the Ministry of Justice and Attorney General in order to resubmit it for the fall 2011 session.
- Early indications of the threat of significant flooding that was to occur in the spring of 2011 led to the hastened completion of the Fishing Lake flood mitigation project, which had a significant impact on the actual water levels observed. Similar efforts in the Waldsea Lake area were impossible, due to a federal order preventing backflow from Waldsea into adjoining lakes. As a result, the Province initiated a compensation package for residents in the area and assisted them with moving or demolishing their cabins in advance of the spring thaw. CPSP began working with the Saskatchewan Watershed Authority (SWA) under the Emergency Flood Damage Reduction Program to provide flood mitigation equipment to municipalities in need during spring flooding.
- The Building Standards Unit (BSU) started work on creating an Advisory Committee to review the licensing of Building Officials. The committee will consider provisions of *The Building and Accessibility Standards Administration Regulations* (the BASA regulations), licence requirements, available training and improved practices. This review is based on recommendations from the Public Safety Review Committee and resolutions of the Saskatchewan Building Officials Association. Efforts to start this work were deferred while the BSU continued to be engaged in the emergency response commitments and began working towards adoption of the 2010 National Building Code (NBC) and the National Fire Code (NFC). In May 2010, the Building Standards Unit developed a work plan for the review of the 2010 NBC and the 2010 NFC as well as consultations with stakeholders and industry code users. The 2010 editions of the NBC and NFC will replace all earlier editions.
- The Public Safety Review Committee (PSRC) was formed in the fall of 2009 to discuss public safety concerns in emergency management, fire safety, building standards and search and rescue in order to develop a cohesive and sustainable public safety strategy for Saskatchewan. OFC leadership and staff continued to participate in meetings with the South West Municipal Government Committee for the purpose of conducting a pilot project. The pilot will produce a system of adequacy standards, templates for mutual aid agreements and identify training requirements for municipalities to address the full spectrum of public safety. A meeting of the PSRC was held to provide members with progress updates about recommendations; the PPSTN; South West pilot project status; and an operational plan for regional application of the recommended grid; on-line interface and tool kit; and the provincial public safety learning network. (Mandate Letter)
- Protection and Emergency Services Branch (PES) hosted the annual meeting of the Western Border Interoperability Working Group (WBIWG), which brought emergency radio system specialists from across Western Canada and the Northwest United States together in Regina. In addition, the Branch continued its involvement with the Pacific Northwest Economic Region

(PNWER) forum which brings together senior government representatives to discuss economic issues. This provides further networking and highlights the role of public safety across a diverse range of economic initiatives. (Mandate Letter)

- A Memorandum of Understanding was signed between Saskatchewan and Manitoba's Office of the Fire Commissioner to promote strategic alignments in training, communications, planning and emergency response. Discussions will continue with Alberta and Manitoba on opportunities for partnership initiatives, both bilaterally and as part of a broader Western Canadian partnership. (Mandate Letter)
- The Provincial Emergency Management Committee (PEMC) continues to review and develop an updated Provincial Emergency Plan. The review will cover the following areas: governance; risk assessment; roles and responsibilities of ministries, Crowns and agencies; critical infrastructure; a communication strategy; and a concept of operations.
- The Provincial Disaster Assistance Program (PDAP) had an unprecedented level of activity this year with 276 communities designated for disaster assistance and 5,848 claims received. To accommodate this level of activity PDAP added additional staff. In 2010-11, provincial costs for PDAP were estimated at between \$60-75 million and \$14.9 million was paid out on eligible PDAP claims. Ministry staff worked with Public Safety Canada in regards to cost sharing provincial expenses under the federal Disaster Financial Assistance Arrangements.
- PDAP has implemented a number of changes to the program guidelines in order to make the program more accommodating and provide a higher level of assistance to eligible claimants. Key changes included an increase to maximum assistance levels, reductions to deductibles and revisions to eligibility of personal items. To accommodate the large number of persons displaced from their homes PDAP also

separated displacement and temporary relocation payments from an individual's regular claim, enabling claimants to receive an additional \$30,000 or six months of coverage.

- PES facilitated a large winter storm exercise involving 70 participants from the Critical Infrastructure Advisory Network (CIAN) to focus on interdependencies between CIAN partners. The Branch also developed a team within the CIAN group to lead the development of a technology strategy to improve communication between partners.

Measurement Results

Number of individuals participating in the Emergency Management Training Program



Source: Protection and Emergency Services Monthly Statistics

The Emergency Management Training Program provides training in the core essentials of an Emergency Management Framework through courses such as Basic Emergency Management, Emergency Operations Centre, Evacuation Contingency Planning and Emergency Public Information. The increased number of both people trained and the level of training is an indication that municipalities through their local officials are increasing their emergency management capabilities.

There is a direct relationship between the number of participants and the level of preparedness at the community level. Municipalities that invest in training and in development of their emergency management programs are typically better prepared to respond to disasters within their community.

Local officials and coordinators are able to generally provide a more effective response when required. This enhanced self-reliance results in improved public safety, a reduction in damage to property and critical infrastructure and enhanced protection of the environment.

The target for training each year is 1,800 participants. This figure is a general estimate of the amount of training that would provide an adequate level of emergency management sustainability in communities. The training is ongoing, since there is a high rate of turnover and attrition in communities each year. In 2010-11 the number of participants trained was 1,006, slightly fewer than the 1,011 trained in 2009-10, yet continues to register 56% toward our target of 1,800.

The Ministry has a moderate level of influence over this measure as it is a demand-driven system. The Ministry not only establishes targets, it encourages participation, provides training at no cost to the participant and makes it accessible by delivering the training program to the regions. Ultimately it is the municipalities that decide on the amount of training they wish to invest in.

2010-11:	1,006
2009-10:	1,011
2008-09:	827
2007-08:	871
2006-07:	796
2005-06:	323
2004-05:	318
2002-03 (baseline):	200

Source: Protection and Emergency Services monthly statistics.

Maintain public safety through the delivery of a balanced legislative framework that includes the licensing, inspection and safety standards compliance of boilers, pressure vessels, elevators and amusement rides.

Results

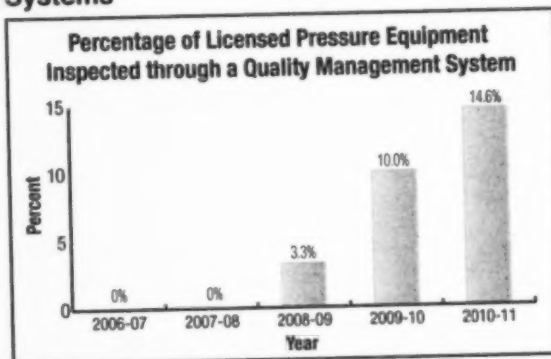
- With the establishment of the Technical Safety Authority of Saskatchewan (TSASK), the Ministry's role is now one of oversight, retaining responsibility for overall policy, legislation, regulation and standards

rather than program delivery. The Ministry continues to administer gas and electrical licensing programs however, TSASK is responsible for:

- administering boiler, pressure vessel, elevator and amusement ride inspections and related safety programs;
 - participating in program activities such as national and international standards development regarding boilers and pressure vessels, elevators and amusement rides; and
 - the implementation of the Quality Management System approach to inspections of boilers and pressure vessels. (Mandate Letter)
- Preliminary work was begun on examining models for a Safety Technology Council that would provide advice to the Minister on new and emerging industry technologies. The Ministry is also working with Enterprise Saskatchewan on a broader approach to regulatory reform and public safety.

Measurement Results

Per cent of licensed pressure equipment inspected through Quality Management Systems



Source: Corrections, Public Safety and Policing, Licensing and Inspections monthly statistics

Government inspectors are required to perform periodic inspections of operating boilers and pressure vessels within the province. A satisfactory inspection certificate as a result of the government inspection is

required for the owner to maintain a licence for operation. A Quality Management System provides a pressure equipment owner or insurer with the opportunity to establish a documented inspection program and employ qualified inspection personnel to perform recognized periodic inspections on the equipment they own or insure. The documented inspection program covering such topics as measuring and testing equipment, periodic inspections and training of inspection personnel as well as the actual implementation of the Quality Management System of Inspections falls under government review, registration, licensing and audit oversight. This measure assesses the administration of a core regulatory component of an effective public safety program.

Quality Management Systems of Inspection were introduced through legislative changes in the fourth quarter of 2006-07. There were no licensed Quality Management Systems of Inspections prior to that. In 2010-11, TSASK had five companies inspected under the Quality Management System, representing 14.6 per cent of the licensed provincial inventory.

The Ministry of Corrections, Public Safety and Policing supports Government's goal to keep promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Maintain safe and healthy work environments and a professional, accountable and highly skilled Ministry workforce.

Results

- The Ministry continues to build capacity through:
 - Managed succession from demographic analysis and workforce planning to ensure continuity in key management positions. Succession management is supported through a wide range of learning and development initiatives such as the University of Saskatchewan

Leadership Development Program, the University of Regina Johnson-Shoyama Graduate School leadership, financial and policy seminars, human resource management workshops and various additional leadership courses. Other succession and management development initiatives include experiential development opportunities through short-term assignments, job rotations and temporary management assignments to build current and future management capacity.

- YO Programs and Human Resources working together to identify succession gaps found in demographic data and developing a framework on an action plan to address these gaps. The succession planning group reviewed research and models of succession planning and selected a best practices model. Roll out and implementation of the plan will occur in 2011.
- YO Programs drafting and implementing a northern recruitment and retention strategy with a focus on the Northern Administration District (NAD) that resulted in an increase number of employees in the NAD by 34 per cent. The northern recruitment and retention strategy focussed on:
 - expanded advertising for positions;
 - enhanced relocation funding for employees hired into the NAD;
 - the development of a case aide position with educational assistance available;
 - an increased usage of flexible hours;
 - wellness promotion in community offices, enhanced communication with the Schools of Social Work and Human Justice that resulted in promotion of northern practicums with some funding assistance and expanded opportunities for distance learning; and
 - examining items such as housing and benefits as part of a long-term strategy.

- A significant component in recruitment and retention was the Ministry's focus on promoting a career in the Ministry and the public service. CPSP was represented at a variety of career promotion events. The Ministry supported employees attending these events as Career Ambassadors. Career Ambassadors speak from personal experience, describe their work and related credentials and promoted the Ministry and the Saskatchewan public service.
- In 2010-11, over 6,000 students and community members attended 10 career events across Saskatchewan. There was a strong focus on career fairs in northern communities for the recruitment of youth workers, probation officers, corrections workers and nurses. This focus on the participation of First Nations and Métis people aligns with the Ministry's commitment to enhance the representation of First Nations and Métis people in the workplace in order to better reflect the demographics of Saskatchewan and the Ministry's clients.
- The Ministry continued to provide a range of diversity educational opportunities to employees, including First Nations and Métis awareness training, anti-harassment training, respectful workplace training and team building. Senior management has been reviewing diversity best practices and developing a set of recommendations pending the outcome of the Public Service Diversity Task Force consultations which have been underway through the leadership of the Public Service Commission. (Mandate Letter)
- Health, safety and wellness continued to be a high priority for the Ministry. The Ministry supports the Sask Health and Safety Leadership Charter, a province-wide program supported by 196 organizations. The Charter promotes the development of a culture of workplace safety. The Government of Saskatchewan is a Charter signatory.
- The Ministry works to ensure that health and safety is a primary objective in every area of operation and that all persons entering CPSP workplaces comply with procedures, regulations and standards relating to health and safety.
- CPSP also provided or facilitated an array of health, safety and wellness policies and programs such as workplace violence policies, occupational health and safety, infectious disease, pandemic planning, influenza vaccination clinics, critical incident stress management, ergonomics and educational initiatives for employees and clients.
- The Ministry held an occupational health and safety forum for members of Ministry Occupational Health and Safety Committees. Six workshops were presented on legislation, emergency planning, gangs, winter driving, team building and reducing injuries.
- To enhance the awareness of and accountability for financial and administrative processes, Ministry staff worked to establish priority spending, achieve more accurate expenditure forecasting and address major/minor issues identified by the Internal Audit Unit.
- The Ministry continued its commitment to ensuring that the right to privacy of all clients is upheld. The Ministry participated in the cross-government Privacy and Security Awareness month in September 2010 with six additional ministry-specific sessions held in November 2010 and eight in March 2011. The sessions focused on privacy, access to information, security and records management.
- Work continued to implement the recommendations of *The Road Ahead: Towards a Safer Corrections System*, including increased management oversight and quality assurance mechanisms to enhance compliance for increased safety and effectiveness. In addition, Human Resources co-facilitated sessions of Adult Corrections' new Code of Conduct and the policy has been fully implemented. Development of an in-scope work planning process is also underway.

- The Ministry is working in partnership with the Ministry of Justice and Attorney General and the Information Technology Office on the Criminal Justice Information Management System (CJIMS). CJIMS is a strategic project whose ultimate objective is to provide a common system that will: support the operation of the criminal justice system in Saskatchewan; provide data to inform the planning and evaluation units of the involved ministries; and meet the Province's obligations with respect to the provision of data to the Canadian Criminal Justice Statistics (CCJS) unit of Statistics Canada. Phase 1 of the project was completed in March 2011 followed by the completion of a due diligence review of the methodology and approach. The result was the approval to proceed with Phase 2: a focus on identifying the additional requirements that will enable current business needs. Phase 2 is scheduled for completion by November 2011.

Improve the effectiveness and efficiency of Ministry programs and services so as to ensure the best use of public funds.

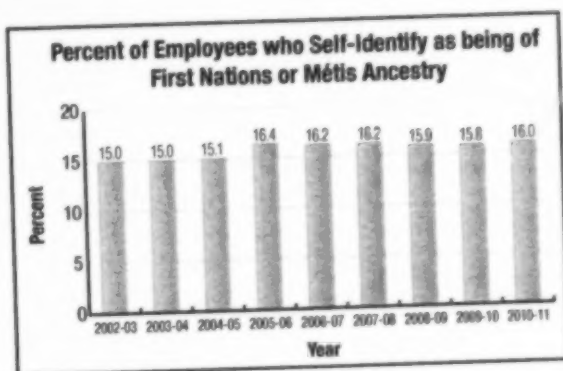
Results

- The Ministry assesses the effectiveness of its programs and services on an on-going basis and through various means, including formal evaluations. The Ministry also developed and continued its work on implementing its Multi-Year Assessment Plan to identify the assessment activities it is undertaking to assess the effectiveness of its programs and services. The Ministry continued to deliver on two Lean projects to reduce waste:
 - The Fine Option Program Payment Process, a focus on data entry and invoicing to reduce the payment cycle time. The project is now complete and has shown immediate results in improved efficiencies in fee-for-service payments for agencies in terms of saving days in the payment cycle process.
 - The Policing Services Private Investigator and Security Guard Program examined
- the delivery of a consistent centralized and coordinated process that will ease the collection and depositing of revenue in a timely manner.
- To address the rising costs associated with overtime the Ministry has developed an Overtime Reduction Strategy that considers the full range of drivers, potential options, best practices and technologies related to overtime reduction that includes the following initiatives:
 - A review was completed of permanent part-time positions (PPT) which are utilized on a full-time basis in Young Offenders (YO) Programs. A number of these permanent part-time positions have been converted to permanent full-time positions and where operational requirements allow, positions are utilized as "shadow" or "float" positions. Where operational needs require the use of standby, facilities are utilizing these positions as options to reduce overtime costs.
 - The maximization of PPT staff in full-time rotations.
 - Timely recruitment and training of new PPT employees.
 - A post analysis at the Regina Provincial Correctional Centre (RPCC) to determine the optimum number of permanent full-time positions.
 - The scheduling of training dates in advance in order to backfill at regular rates and within employees' hours of work.
 - An Attendance Management Strategy to reduce the use of sick leave was rolled out to YO Program supervisors and managers in November, 2010.
- YO Programs continued to review the schedules and supervisory staffing model of the Paul Dojack Youth Centre. The desired outcome of this process is to use the findings of this study to reduce overtime in other facilities.

- The Staff Workforce scheduling project was put on hold in 2010-11, after issues were identified with the selected product. An extensive due diligence review was completed, and a revised plan was developed to move forward once again in 2011-12. Although the work completed in 2010-11 did not directly reduce overtime costs, it did contribute to cost savings and reduced payroll-related grievances. Adult Corrections will be piloting Staff Work Scheduling software at the Regina Provincial Correctional Centre. The pilot will be monitored by YO programs for potential implementation in YO facilities in the future. The automated process will assist managers to better manage attendance, identify where overtime is most prevalent and make strategic adjustments to the deployment of staff.

Measurement Results

Per cent of Ministry employees who self-identify as being of First Nations or Métis ancestry



Source: Public Service Commission

First Nations and Métis people represent approximately 15 per cent of the population in Saskatchewan, but are significantly over-represented in the criminal justice system (between 70-80 per cent of people in custody are of First Nations and Métis ancestry). Between 2002-03 and 2010-11, there was a slight increase in the proportion of Ministry

staff who self-identify as being of First Nations or Métis ancestry — from 15 per cent to 16 per cent, with some fluctuations in between.

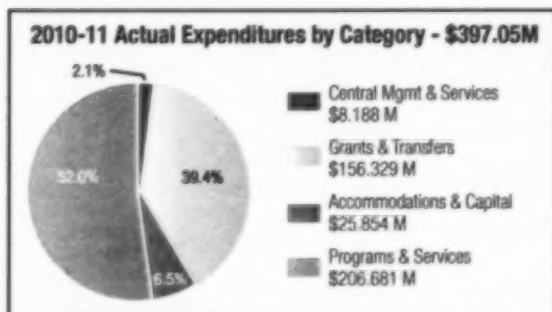
One way to help ensure that Ministry programs respect the cultural and spiritual needs of First Nations and Métis clients is to have staff who are of First Nations or Métis ancestry. The Ministry has a moderate level of influence over this measure by actively undertaking recruitment and retention measures that will increase this percentage.

Some of the steps taken by the Ministry to increase the proportion of staff who are of First Nations or Métis ancestry included:

- attending career fairs across Saskatchewan, reaching approximately 6,000 students and community members annually. A high proportion of attendees are of First Nations or Métis ancestry;
- attending career events in First Nations communities to promote future careers in Corrections, Public Safety and Policing;
- designating First Nations and Métis positions in accordance with the Public Service employment equity hiring policy;
- continuing to develop workplaces that welcome diversity through the delivery of respectful workplace, anti-harassment and other diversity workshops; and
- continued education and awareness provided to CPSP managers through the CPSP workshop *First Nations and Métis Awareness Training*.

2010-11 Financial Overview

Expenditures



Expenditures

The original CPSP appropriation budget for 2010-11 was \$353.194M (expense budget of \$336.205M). Actual appropriated expenditures were \$397.052M, an increase of \$43.858M over the original budget. This increase was mainly attributed to the increased estimated costs associated with eligible claims under the Provincial Disaster Assistance Program of \$47.600M; increased inmate population management in Adult Corrections; and increased technology projects and services expenses. The Ministry received supplementary estimates to fund the above-mentioned additional fiscal expenditures.

Revenues

The Ministry's original revenue budget for 2010-11 was \$22.972 million. This mainly consists of \$9.196 million in revenue from the federal government for cost-shared programs, \$13.159 million for reimbursement from municipal governments for policing services and \$0.370 million for cost recovery from SaskTel for the coordination of the Sask911 system. CPSP actual revenue for the year was \$65.140 million, exceeding the budget by \$42.168 million. The increase was mainly attributed to federal reimbursement under the Disaster Financial Assistance Arrangements for eligible claims under the Provincial Disaster Assistance Program (PDAP).

Full Time Equivalents (FTEs)

The Ministry's FTE budget for 2010-11 was 1,954.3 FTEs. CPSP has historically over-expended FTEs, most specifically related to overtime, sickleave, backfill for Workers' Compensation claims and staffing to address inmate counts in adult correctional facilities. The actual FTE utilization was 2,122.3, an over-utilization of 168.0 FTEs.

2010-11 Financial Results

Summary of Expenditures

Actual and budgeted expenditures by subvote and program are detailed in the following table. Variance explanations are provided for amounts greater than \$300,000.

Program	(in thousands of dollars)				Variance Over/ (Under)	
	2009-10 Actual Expenditure	2010-11 Original Estimates	2010-11 Actual Expenditure			
Central Management and Services						
Minister's Salary (Statutory)	44	45	45	(0)		
Executive Management	1,969	1,658	1,963	305	1	
Central Services	7,319	5,566	7,113	1,547	2	
Accommodation Services	21,904	16,585	15,892	(693)	3	
Adult Corrections						
Adult Corrections Facilities	84,147	81,631	83,772	2,141	4	
Community Training Residences	2,568	2,338	2,561	223		
Community Operations	12,913	12,151	13,973	1,822	5	
Program Support	4,880	2,043	3,289	1,246	6	
Correctional Facilities Industries Revolving Fund	(11)	40	142	102		
Young Offender Programs						
Young Offender Facilities	30,171	30,197	30,282	85		
Community and Alternative Measures	6,424	6,931	6,459	(472)	7	
Program Support	2,098	1,820	2,328	508	8	
Regional Services	10,944	11,426	11,319	(107)		
Public Safety						
Protection and Emergency Services	3,330	3,161	4,382	1,221	9	
Provincial Disaster Assistance Program	10,441	550	48,150	47,600	10	
Joint Emergency Preparedness Program	459	666	439	(227)		
Licensing and Inspection Services	3,748	1,667	2,649	982	11	
Provincial Public Safety Telecommunication Network	2,089	6,594	1,677	(4,917)	12	
Major Capital Projects						
Regina Provincial Correctional Centre	1,021	-	-	-		
Saskatoon Provincial Correctional Centre	688	-	(0)	(0)		
Provincial Telecommunication	10,558	13,810	8,722	(5,088)	13	
Policing Services						
Program Support	1,108	784	1,261	477	14	
Police Programs	12,288	13,921	13,679	(242)		
Saskatchewan Police Commission	1,243	1,210	1,190	(20)		
Royal Canadian Mounted Police	128,036	138,400	135,765	(2,635)	15	
Total Appropriation	380,379	363,194	397,062	43,868		
Capital Acquisitions	(20,649)	(17,290)	(11,931)	5,359		
Net Amortization	584	301	5,035	4,734	16	
Total Expense	340,314	336,205	390,166	53,961		

Explanations of Major Variances

(for variances greater than \$300,000)

1. Increase in communication costs for the Provincial Disaster Assistance Program and the creation of the Technical Safety Authority of Saskatchewan
2. Increase in costs for technology related projects and services
3. Under expenditure for accommodation and infrastructure
4. Increase for inmate population management
5. Increase in offender counts and caseload management
6. Increase for programming costs
7. Under expenditure for utilization of service providers
8. Increase in program support and costs associated with provincial quality assurance training
9. Donations to Pakistan, Japan and the Saskatchewan Red Cross to provide disaster recovery assistance
10. Estimated increase in eligible claims under the Provincial Disaster Assistance Program
11. Costs to set up Technical Safety Authority of Saskatchewan
12. Under expenditure from negotiated lower price for Subscriber Equipment Purchase Program
13. Reduced capital spending due to project delays; deferred to 2011-12
14. Increase for *Futures of Policing* initiative
15. Under expenditure for Royal Canadian Mounted Police contract
16. Amortization for Provincial Public Safety Telecommunications Network infrastructure and Shift Workforce Scheduling

(Final numbers subject to Public Accounts and Provincial Audit verification)

Revenues

Corrections, Public Safety and Policing collects revenue related to the licensing of journeymen, employers and contractors in the electrical and gas trades.

CPSP collects revenue from cost-sharing claims with the Government of Canada and other levels of government including revenue related to municipal policing costs. These agreements relate to the provision of policing services, adult and youth correctional programming, and emergency management services.

In 2010-11, the Ministry began collecting user fees from municipalities and other organizations to offset the costs of the Provincial Public Safety Telecommunications Network (PPSTN).

All revenue collected is deposited to the General Revenue Fund. A summary of the Ministry's actual 2010-11 revenue is compared to the original budget. Variance explanations are provided for amounts greater than \$75,000.

Summary of Original Budget and Actual

(in thousands of dollars)			
Revenue Category	2010-11 Original Budget	2010-11 Actual	Variance Over/ (under)
Other Enterprise and Funds	\$ 402	\$ 352	\$ (50)
Fines	15	0	(15)
Licences and Permits	77	779	702 1
Sales, Services and Service Fees	1	1,154	1,153 2
Transfers from Other Governments	13,159	13,146	(13)
Other Miscellaneous Revenue	122	2,963	2,841 3
Other Federal/Provincial Agreements	9,196	46,746	37,550 4
TOTAL	22,972	65,140	42,168

Explanations of Major Variances

(for variances greater than \$75,000)

Based on Original Budget

1. Increase in expected revenues for licences and permits. Licensing and Inspection revenues were transferred to the Technical Safety Authority of Saskatchewan as of July 1, 2010; therefore, the first quarter revenues remained with the Ministry. Gas and Electrical Licensing Branch remained with the Ministry for the entire fiscal year.
2. Licensing registrations and revenues from the January 1, 2011 start up of the new PPSTN.
3. Refund to the General Revenue Fund due to over estimates related to PDAP accruals from previous years.
4. Increase in estimated federal cost-share agreements including the Intensive Rehabilitation Custody and Supervision program for young offenders and for PDAP.

Revolving Funds

The Ministry is responsible for managing and operating the Correctional Facilities Industries Revolving Fund (PRISM Industries). Further information on this fund is available in Appendix C.

For More Information

This report provides information about both our accomplishments and our future plans. If you have any questions or comments or would like additional copies of this report, we invite you to call (306) 787-7872.

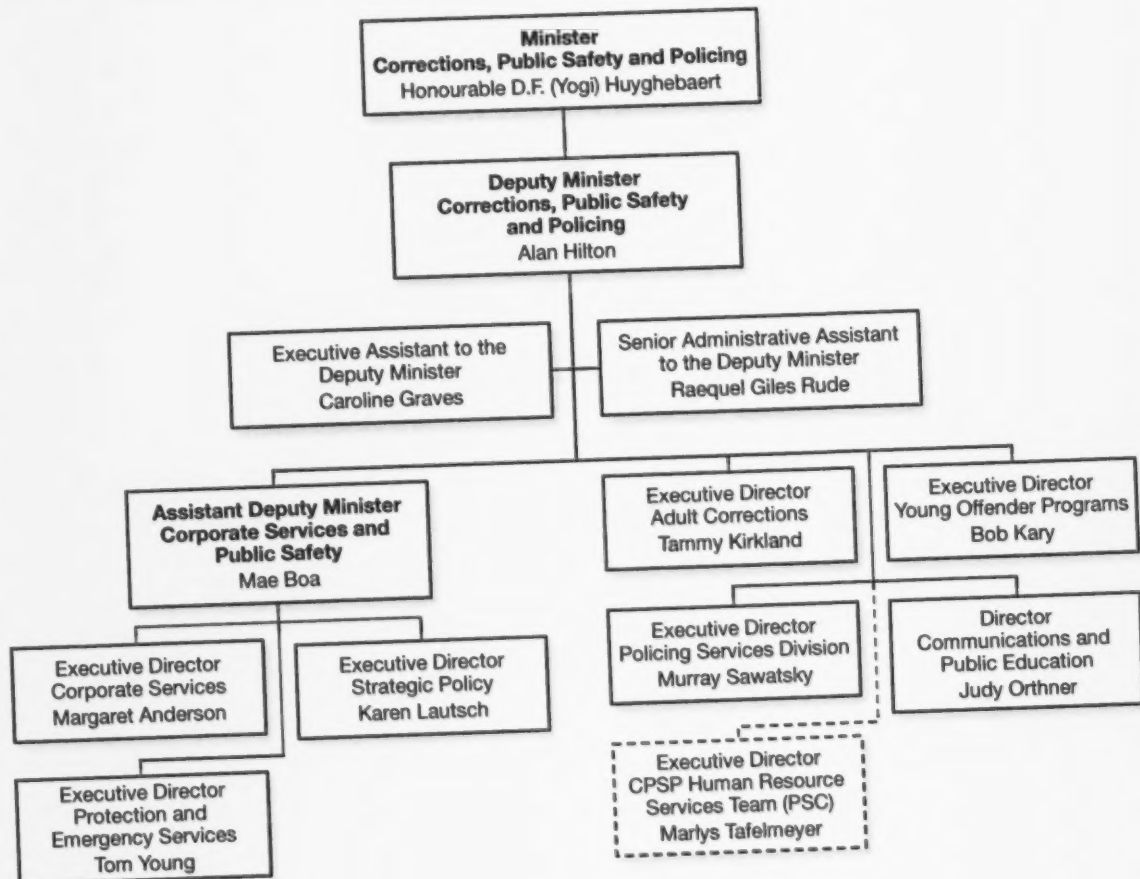
Or contact:

Ministry of Corrections, Public Safety and Policing
Communications and Public Education Branch
1000-1874 Scarth Street
Regina, Saskatchewan S4P 4B3

Or send us an e-mail through the Ministry of Corrections, Public Safety and Policing web site:
www.cpsp.gov.sk.ca

Appendices

Appendix A: Organizational Chart



Appendix B: Acts and Regulations (Provincial and Federal Legislation Administered or Enforced by CPSP)

1. Adult Corrections

- *The Criminal Code (Federal)*
- *The Correctional Services Act*
- *Correctional Services Administration, Discipline and Security Regulations*
- *Correctional Services Trust Account Regulations*
- *The Corrections and Conditional Release Act (Federal)*
- *The Prisons and Reformatory Act (Federal)*
- *The Department of Social Services Act (sections 6,7,11,12,13,14,15,18)*
- *The Summary Offences Procedures Act (section 5-Fine Option Regulations)*
- *The Fine Option Program Regulations, 1991*
- *The Department of Social Services Act (sections 6,7,11,12,13,14,15,18)*
- *The Summary Offences Procedures Act (section 5-Fine Option Regulations)*
- *The Fine Option Program Regulations, 1991*

2. Young Offender Programs

- *The Youth Justice Administration Act*
- *The Youth Criminal Justice Act (Federal)*
- *The Residential Services Act*
- *The Criminal Code (Federal)*
- *The Summary Offences Procedures Act*

3. Protection and Emergency Services

- *The Emergency 911 System Amendment Act, 2009*
- *The Public Safety Answering Point Regulations*
- *The Emergency Planning Act*
- *The Provincial Disaster Assistance Program Regulations, 1993*
- *Emergency Services Telecommunication Program Regulations*
- *The Fire Prevention Act, 1992*
- *The Saskatchewan Fire Code Regulations*
- *The Fire Insurance Fees and Reporting Regulations*
- *The Uniform Building and Accessibility Standards Act*
- *The Building Accessibility Standards Administration Regulations*
- *The Uniform Building and Accessibility Standards Regulations*

4. Licensing and Inspections

- *The Amusement Ride Safety Act*
- *The Amusement Ride Safety Regulations*
- *The Boiler and Pressure Vessel Act, 1999*
- *The Boiler and Pressure Vessel Regulations*
- *The Electrical Licensing Act*
- *The Electrical Contractor's Guarantee Bond Regulations, 1988*
- *The Electrical Licensing Exemption Regulations*
- *The Electrical Licensing Fees Regulations*
- *The Gas Licensing Act*
- *The Gas Licensing Regulations*
- *The Passenger and Freight Elevator Act*
- *The Passenger and Freight Elevator Regulations, 2003*
- *The Technical Safety Authority of Saskatchewan Act*

5. Policing Services

- *The Police Act, 1990*
- *Municipal Police Clothing and Rank Regulations, 1991*
- *Municipal Police Training Regulations, 1991*
- *Municipal Police Equipment Regulations, 1991*
- *Municipal Police Discipline Regulations, 1991*
- *Municipal Police Recruiting Regulations, 1991*
- *Municipal Police Report Forms and Filing System Regulations, 1991*
- *The Police Regulations*
- *The Private Investigators and Security Guards Act, 1997*
- *Private Investigators and Security Guards Regulations, 2000*
- *The Public Disclosure Act*
- *The Public Disclosure Regulations*
- *The Safer Communities and Neighbourhoods Act*
- *The Safer Communities and Neighbourhoods Regulations*
- *The Traffic Safety Act, Part XV, Division 3*
- *The Vehicle Impoundment (Public Order) Regulations, 2007*
- *The Police and Peace Officers' Memorial Day Act*
- *The Witness Protection Act*

Appendix C: Revolving Fund Revenue Disclosure

The Corrections Facilities Industries Revolving Fund operates under the authority of Section 53 of *The Correctional Services Act*. The purpose of the Revolving Fund is to rehabilitate inmates by operating work programs intended to provide practical and marketable work skills for inmates and to provide a revenue source to reduce the costs of inmate programming.

PRISM Industries operates similar to private-sector shops where quality products, full workdays, waste reduction, efficiency and inventory control are business decisions. The long-term financial targets of the fund are in accordance with the Revolving Fund concept of break-even management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited to the General Revenue Fund (GRF).

The following table compares budget and actual summary information.

(In thousands of dollars)				
	Budget	Actual	Variance Over/(under)	
Revenue	548	415	(133)	1
Expenditures				
Cost of Goods Sold	481	420	(61)	2
Gross Profit (Loss)	67	(5)	(72)	
Overhead Expenses	55	48	(7)	
SURPLUS (LOSS)FROM OPERATIONS	12	(53)	(65)	
Other Income	0	0	0	
Subsidy from GRF	40	40	0	
Annual Surplus (Loss)	52	(13)	(65)	

Note: Final numbers subject to Public Accounts and Provincial Audit verification.

Explanations of Major Variances

1. Decrease in sales.
2. Decrease in materials and inmate labour inputs.

Audited financial statements are available at
www.gov.sk.ca/finance/paccts/paccts4/compendium/toc.htm

Appendix D: Contact Information

For further information on the programs and services provided by the Ministry of Corrections, Public Safety and Policing described in this document, please contact the following:

Adult Corrections	787-8958
Young Offender Programs	787-5699
Policing Services	787-6518
Gas and Electrical Licensing	787-4530
Protection and Emergency Services	787-8568
Communications and Public Education	787-7872
Corporate Services	798-3283
Information Management	787-6979
Strategic Policy	787-6585
Human Resources	787-8901

Appendix E: Correctional Facilities and Community Training Residences

- **Secure** facilities are those that are locked 24 hours a day and offenders receive the majority of their programming in those facilities.
- **Open** facilities are those that are not locked 24 hours a day as offenders will participate in programming in the community. For example, a young offender in an open custody facility may attend school and/or employment in the community.
- There are two federal correctional facilities in Saskatchewan which are administered by the federal government for adult offenders sentenced to two years or more.

PROVINCIAL ADULT CORRECTIONAL CENTRES		
Facility	Facility Security Designation (Secure and/or Open Custody)	Gender
Regina Provincial Correctional Centre P.O. Box 617 4040 East - 9th Avenue North REGINA, SK S4P 3A6	Secure	Male
Prince Albert Provincial Correctional Centre P.O. Box 3003 PRINCE ALBERT, SK S6V 6G1	Secure	Male
Saskatoon Provincial Correctional Centre 910 - 60th Street East SASKATOON, SK S7K 2H6	Secure	Male
Pine Grove Provincial Correctional Centre P.O. Box 3003 PRINCE ALBERT, SK S6V 6G1	Secure	Female

ADULT COMMUNITY FACILITIES		
Facility	Facility Security Designation (Secure and/or Open Custody)	Gender
Regina Community Training Residence 2267 Smith Street REGINA, SK S4P 2P5	Open	Male
Saskatoon Community Training Residence 501-4th Avenue North SASKATOON, SK S7K 2M5	Open	Male
Prince Albert Community Training Residence 1827 – 1st Avenue West PRINCE ALBERT, SK S6V 4Z5	Open	Male
Women's Community Training Residence 123 La Ronge Road SASKATOON, SK S7K 5T3	Open	Female
Battlefords Community Correctional Centre P.O. Box 996 NORTH BATTLEFORD, SK S9A 3E6	Open	Male
Besnard Lake Correctional Camp P.O. Box 5000 LA RONGE, SK S0J 1L0	Open	Male
Buffalo Narrows Community Correctional Centre P.O. Box 340 BUFFALO NARROWS, SK S0M 0J0	Open	Male

YOUNG OFFENDERS PROGRAM PROVINCIAL YOUTH CENTRES		
Facility	Facility Security Designation (Secure and/or Open Custody)	Gender
Paul Dojack Youth Centre Ritter Avenue and Toothill Street REGINA, SK S4P 3V7	Secure and Open	Male and Female
Echo Valley Youth Centre Box 1850 FORT QU'APPELLE, SK S0G 1S0	Secure and Open	Male
Drumming Hill Youth Centre Box 1299 NORTH BATTLEFORD, SK S9A 4B3	Open	Male
North Battleford Youth Centre Box 1447 NORTH BATTLEFORD, SK S9A 4B4	Secure	Male
Kilburn Hall 1302 Kilburn Avenue SASKATOON, SK S7K 2H6	Secure	Male and Female
Prince Albert Youth Residence/Sharber Unit Box 3003, 901 - 17th Avenue N PRINCE ALBERT, SK S6V 6G1	Secure and Open	Male
Yarrow Youth Farm 33rd Street and Dalmeny c/o 122 - 3rd Avenue N SASKATOON, SK S7K 2H6	Open	Male
Orcadia Youth Residence c/o 72 Smith Street YORKTON, SK S3N 2Y4	Secure and Open	Male and Female

FEDERAL CORRECTIONAL FACILITIES

Regional Psychiatric Centre

P.O. Box 9243
2520 Central Avenue North
SASKATOON, SK S7K 3X5

Saskatchewan Penitentiary

P.O. Box 160
15th Street West
PRINCE ALBERT, SK S6V 5R6

Appendix F: Definition of Technical Terms and Acronyms

GENERAL

Full Time Equivalents (FTEs): This is a measure determining the staff complement for the Ministry.

Critical Incident Stress Management (CISM): Teams of corrections workers, police officers or fire fighters and their medical staff who are available to respond to fellow emergency responders exposed to stressful situations.

Criminal Justice Information Management System (CJIMS): A new integrated information system to support Saskatchewan's criminal justice system. This system will replace the stand-alone court system used by Justice and the old systems used by Adult Corrections and Young Offenders Programs.

Community-Based Organizations (CBOs): Operations run by community organizations that are contracted by government to administer programs on its behalf.

PROTECTION AND EMERGENCY SERVICES

Classes of Building Officials Licences:

Class 1 - Complete plan reviews and inspections of residential buildings that contain one or two dwelling units.

Class 2 - Complete plan reviews and inspections of buildings covered by Class 1 and buildings within the scope of Part 9 of the Code. (Part 9 buildings are three storeys or less in building height, having a building area not exceeding 600 m² consisting of residential, business and personal services, mercantile and medium and low hazard industrial occupancies.)

Class 3 - Complete plan reviews and inspections of buildings covered by Class 1 and 2 and buildings that are within the scope of Part 3. (Part 3 buildings are all buildings classified as assembly, care or detention, or high hazard industrial occupancies, and all buildings exceeding 600 m² in building area or exceeding three storeys in building height.)

Disaster Financial Assistance Arrangements (DFAA): The purpose of the DFAA is to assist provinces with the costs of dealing with a disaster where those costs would otherwise place a significant burden on the provincial economy and would exceed what they might reasonably be expected to fully bear on their own. This program cost-shares provincial expenditures incurred due to responding and restoring from natural disasters that meet the criteria outlined in the program.

Emergency 9-1-1 System Act: This Act contains legislative provisions for the Province to operate Saskatchewan's Emergency 9-1-1 system.

Fire Prevention Act (FPA): An Act respecting fire prevention. The FPA allows adoption of the National Fire Code of Canada (NFC) as the minimum standard for fire-safe operation and maintenance of buildings. Public safety is achieved through consistent application of fire codes and standards.

Provincial Disaster Assistance Program (PDAP): This program provides financial assistance to communities and individuals who incur substantial loss or damage to essential, uninsurable property caused by specific natural disasters.

Provincial Public Safety Telecommunications Network (PPSTN): A tri-party initiative shared between CPSP, SaskPower and the RCMP to provide emergency responders and public safety agencies throughout the province with an interoperable, sustainable radio network.

Public Safety Review Committee (PSRC): A committee, comprised of representatives of Saskatchewan's fire service, emergency management, building officials, search and rescue, Saskatchewan Urban Municipalities Association (SUMA) and Saskatchewan Association of Rural Municipalities (SARM) was asked to review the public safety environment within Saskatchewan to identify common public safety issues of the stakeholder community and to make appropriate recommendations to address those issues.

Uniform Building and Accessibility Standards Act (UBAS): The UBAS is an Act respecting building and accessibility standards and provides for the inspection of buildings. Through regulations, the UBAS enables Saskatchewan to adopt the National Building Code of Canada (NBC) as the minimum standard of construction across the province.

CORRECTIONS

Adult Corrections

Acceptable Bed Space: Acceptable bed space defined by CPSP is a single cell occupied by a single offender which gives the offender privacy, safety and appropriate security.

Average Daily Count: The average number of offenders who are incarcerated in the province's secure custody correctional centres each day.

Bail: Security (usually a sum of money) exchanged for the release of an arrested person as a guarantee of that person's appearance for trial.

Cell Extraction Team (CET): A team of specially trained corrections workers who respond to incidents such as high security escorts and removing an inmate from their cell.

Community Corrections: Offenders on probation and serving conditional sentences live in the community and can access community resources. This enables them to be involved with appropriate programs and services for counselling, job search, substance abuse treatment, etc.

Community Service Order Program: This program provides judges with a further sentencing alternative, where "paying for a crime" by conducting community service work is appropriate.

Community Training Residences (CTRs): Offenders who are completing their sentences and are preparing for reintegration back into the community can apply to serve the remainder of their sentence in a "Community Training Residence", sometimes known as a "halfway house." Three men's CTRs are located in Regina, Saskatoon and Prince Albert and one women's CTR is located in Saskatoon.

Conditional Sentence: A sentence served in the community, instead of jail. The sentence usually has strict conditions, including a curfew.

Changing Face of Corrections: A cross-jurisdictional study of corrections services across provinces and territories in Canada.

Correctional Services Act: This Act provides the legislative authority for the Province to administer Saskatchewan's correctional system. It is intended for amendments to the Act to be brought forward in the fall, 2011 legislative session. These amendments will reflect recommendations from the External Investigation Team Report into the escape from the Regina Correctional Centre and the Government's response.

Dynamic security: is comprised of all forms of staff-offender interactions that can serve to inform operational decisions, risk assessments, case management and decision-making processes as well as contribute to effective offender rehabilitation. It supports static security measures in that it allows us to anticipate, prevent and/or manage incidents and to enhance offender and staff safety. All staff members who work in direct contact with offenders (i.e. correctional officers, kitchen staff, psychologists, teachers, etc.) are expected to participate in and contribute to dynamic security.

Intensive Probation/Electronic Monitoring Program: The courts may order electronic monitoring as a unique condition of a court order. The monitor is an electronic device attached to the offender's ankle which allows officials to ensure curfew restrictions are adhered to. The target group for electronic monitoring is those offenders who would normally receive a sentence of incarceration or who would be placed on remand but are determined to be safely supervised in the community.

Enhanced Bail Supervision Program: This program helps divert offenders from remand custody by providing increased community supervision for individuals who would otherwise be on remand. Participation in this program is by court order.

Emergency Response Team (ERT): A team of specially-trained corrections workers who are called on to diffuse potentially dangerous incidents in a correctional centre.

Fine Option Program: This program provides work placements in the community for offenders as an alternative to paying their fines or being incarcerated.

Healing Lodge: CPSP partners with the Prince Albert Grand Council to deliver a Healing Lodge program for First Nations and Métis offenders. Offenders must apply to the program and as part of acceptance, must meet eligibility criteria that include public safety.

Least Restrictive Measures: If the government enacts a law that restricts personal liberty (i.e. incarceration in a custody facility) it must employ the least restrictive measures possible to achieve its goals.

Lockdown: A security measure that allows for the confinement of the entire inmate population to their cells. The lockdown continues for as long as a substantial threat persists or for a reasonable period of time needed to conclude an investigation.

Probation: A penalty a judge gives that provides for the offender to follow certain conditions for a specified period of time. The offender has been convicted of the offence but the sentence is suspended and the offender is released on a supervised probation order. An offender can receive probation as a sentence with no reporting conditions at all.

Remand: Offenders who pose a safety risk or a flight risk are remanded to custody in a correctional centre until their court matters are completed.

Rule of Law: A state of order that everyone must conform to. Additionally, it can be the principle that no one is above the law and everyone must answer to it.

Security Intelligence Officer (SIO): Corrections workers who are responsible for intelligence gathering, preventative security measures and gang management issues in correctional centres.

Static Security: The system of electronic doors, fences and equipment used for security inside correctional facilities.

Telephone Monitoring: Means to listen to a recorded inmate telephone conversation through any of the inmate telephone systems installed in the four provincial correctional centres. All

conversations are recorded however; reasonable grounds must exist to allow authorized correctional centre staff to monitor conversations. Certain categories of conversations are exempt from recording and monitoring (i.e. telephone conversations with legal counsellors).

Therapeutic Courts: Courts that provide an alternative to traditional court processes through emphasis on treatment to address the underlying cause of the criminal behaviour. Some examples are domestic violence courts and drug courts.

Traditional Elders Ministerial Advisory Committee (TEMAC): A committee comprised of First Nations and Métis Elders from across Saskatchewan and officials from the ministries of Justice and Attorney General (JAG) and CPSP. JAG and CPSP made a commitment to First Nations and Métis leaders and communities to adapt the justice system to respond to the needs and values of First Nations and Métis people and contribute to a more inclusive society.

Two-for-One Credit: The practice by the courts to order two days for every one day an offender has served on remand while awaiting court matters.

Unit Confinement: Confinement of inmates on a specific unit as a security measure for as long as a threat exists or for the time required to complete an investigation.

Video Court: An alternative approach to offender participation in court proceedings using video conferencing. Offenders remain at the provincial correctional centre, eliminating the need to be transported to the court house, ensuring a more secure and efficient approach to facilitating court appearances by incarcerated offenders.

Young Offender Programs

Extrajudicial Sanctions: This is a voluntary program that uses victim/offender mediation and community justice forums as ways of providing certain youth with the opportunity to take responsibility for their unlawful behaviour without requiring them to go through the formal Youth Court process.

Closed Custody: This secure custody is ordered by the Youth Court Judge when the youth is assessed as posing a potential risk to community safety or when the youth has a history of breaching facility rules. In closed custody, access to the community is removed or restricted for a period of time.

Community Based Orders: These include conditional discharge, probation, deferred custody, community supervision and conditional supervision. Young persons placed on these orders are supervised according to their assessed level or risk to re-offend.

Judicial Interim Release: This program provides intensive supervision and support to youth in the community between the time of arrest and their first court appearance, between court appearances and/or while awaiting the outcome of their case.

Open Custody: This type of custody is ordered by the Youth Court Judge when the youth is assessed as able to be managed safely in the community. Open custody consists of several small residential facilities along with a province-wide network of community homes.

Saskatchewan Young Offender Case Activity Management System (SYOCAMS): The computerized system used by Young Offenders Programs to input and monitor young offenders' sentence information.

Youth Criminal Justice Act: Federal legislation that enables criminal charges for youth 12 to 17 and that describes legal provisions for their supervision.

POLICING SERVICES

Automated Criminal Intelligence and Information System (ACIIS): A criminal activity intelligence database including gang and organized crime activity, managed by the Criminal Intelligence Service Canada (CISC). Saskatchewan accesses it and contributes to it via the CISC provincial bureau: Criminal Intelligence Service Saskatchewan (CISS). The ACIIS is currently in the process of expanding to add correctional data to the traditional law enforcement data. As we move forward, ACIIS will provide enhanced intelligence analysis and information on gang and organized crime members and their activity for use by both police and corrections.

Community Tripartite Agreement (CTA): An agreement between CPSP, Public Safety Canada and Saskatchewan First Nations communities to provide RCMP policing services to First Nations communities.

Combined Forces Special Enforcement Unit (CFSEU): A specialized unit that works to combat organized crime and gangs and includes members of the RCMP and municipal police services.

Conducted Energy Devices (CEDs): Commonly known as Tasers, this device is used to incapacitate offenders in specific situations.

Future of Policing: An initiative to create a long-term strategy for Government's role in providing policing services to the province. It involves discussions and decisions by representatives of the policing community, including representatives from the Saskatchewan Association of Chiefs of Police and the RCMP.

Internet Child Exploitation (ICE) Unit: A unit of specialized municipal police officers and RCMP members who work to rid the Internet of child predators.

Peacekeepers: These are community based individuals who are hired and paid by First Nations communities to work with the police and community members to provide security for property, night patrols in the community and to provide early interventions in disputes between community members before they escalate to potentially criminal conduct. They also act as a liaison between the community and the police. Where appropriate, they may be granted peace officer status by way of a special constable appointment under *The Police Act, 1990*. Peacekeepers are used as a means of improving community safety and police-community relations in First Nations communities.

Police Act: Legislation determining the Province's responsibility for provision of police service. Amendments to the Act were passed during the spring, 2011 legislative session, and included revisions related to discipline, governance and administrative changes.

Provincial Police Service Agreement (PPSA): This agreement establishes the terms by which the RCMP provides provincial police service in Saskatchewan. This agreement is between CPSP and the federal department, Public Safety Canada.

RCMP Back-Up Policy: A policy put in place by the RCMP to ensure that individual members have a second member backing them up during potentially dangerous situations. CPSP provides funding to the RCMP for the costs of members being available for back-up.

Safer Communities and Neighbourhoods (SCAN): Under *The Safer Communities and Neighbourhoods Act* the Province has the jurisdiction to target and, if necessary, shut down residential and commercial buildings used for illegal activities such as grow ops, prostitution and drug dealing. The Policing Services Division's SCAN Unit enforces the provisions of the Act.

WISE Program (Vehicle Impoundment against Sexual Exploitation): This program enables police to reduce traffic in stroll areas of the community by seizing the vehicles used by sex trade consumers in committing prostitution offences.

LICENSING AND INSPECTIONS

Amusement Ride: A device or combination of devices designed to entertain or amuse people by physically moving them, including coaster or flume rides and go-karts.

Boiler: A pressure vessel in which water is heated and may generate steam at a pressure above the surrounding atmospheric pressure. The hot water or steam is used for various processes or heating applications.

Elevating Device: An apparatus, appliance or device used for lifting or lowering persons or material from one permanent level, floor or landing to another. These include elevators, escalators, personnel hoists and lifts for persons with physical disabilities.

Gas Licensing and Electrical Licensing Act: This legislation sets out requirements for contractors and for individuals seeking to be licensed as journeyperson gasfitters and electricians.

Pressure Vessel: A closed container designed to hold gases or liquids at a pressure different from the surrounding atmospheric pressure. The pressure differential is potentially dangerous and many fatal accidents have occurred in the history of their development and operations. As a result, their design, manufacture and operation are regulated by engineering authorities backed up by laws.

Quality Management System (QMS): A Quality Management System provides a pressure equipment owner with the opportunity to establish a documented inspection program and employ qualified inspection personnel in order to perform recognized periodic inspections on the equipment they own under government licensing and audit oversight.

